



**Gan, G. C., & Chong, C. W. (2015). Coaching relationship in executive coaching: a Malaysian study. *Journal of Management Development*, 34(4), 476-493.**

A major supportive element of coaching-based research is cross-cultural generalizability. When particular findings are derived from a non-Western academic study, they arguably lend even greater support to certain aspects of the literature within the scholarship of coaching than those drawn from typical Western organizational and managerial settings. This is because we can rule out, to a significant degree, the part that the organizational setting and overarching cultural context plays in contributing to the efficacy of a particular